

OPERATIONS ACTION PLAN

Overview

While NOAA's NMSP provides oversight and coordination among the thirteen national marine sanctuaries, setting priorities for addressing resource management issues, and directing program and policy development, Sanctuary staff are responsible for onsite management and day-to-day operation of the Sanctuary. The purpose of this action plan is to outline the means and support necessary for CINMS to implement the activities and objectives contained in the other action plans.

The Operations Action Plan describes the Sanctuary's day-to-day administrative and operational activities. These activities are designed to effectively, efficiently, and safely utilize the Sanctuary's existing administrative, infrastructure, fiscal, and human resources. Some operational activities are designed to augment such resources through means such as contracts, partnerships, volunteers, and community involvement programs, or through assessments to identify other viable options for achieving Sanctuary objectives. In addition, given the Sanctuary is one of many entities involved in the management of resources within the Sanctuary, partnerships and community involvement programs aid in achieving comprehensive and coordinated management of Sanctuary resources.

Description of the Issues

The Sanctuary's primary operational issues fall within the following three categories: 1) working with the community and other authorities; 2) building human resources capacity; and 3) improving Sanctuary facilities. A number of specific issues regarding Sanctuary operations were raised during 1999 public scoping meetings, such as:

- The Sanctuary should identify the financial resources needed to meet current and future management objectives;
- There is a need for the Sanctuary to further coordinate, collaborate and partner with federal, state and local agencies, as well as with other entities; and
- Community action and citizen representation in Sanctuary management is critical.

Additional operational issues recognized by the Sanctuary Advisory Council, CINMS and NMSP headquarters staff include:

- Existing office facilities are inadequate;
- Visitor center facilities should be expanded;
- Existing staff resources do not provide sufficient capacity to fully address issues related to socioeconomic research and monitoring, multicultural education, and water quality; and
- Environmental impacts of Sanctuary facilities and operations should be evaluated and minimized where possible.

Working With The Community And Other Authorities

The Sanctuary is one of many authorities responsible for managing resources and human activities in the Channel Islands. As such, CINMS places a high value on working with the community and other regional authorities. Effective management requires an understanding of each authority's roles and responsibilities, as well as coordination among them. This understanding is important not only for staff of the various authorities, but also for their constituents. Given the diversity of interests among Sanctuary

stakeholders, it is important for CINMS to consider a wide range of perspectives when making management decisions, while ensuring consistency with the purposes of the NMSA.

Building Human Resources Capacity

Building human resources capacity is important not only to enable the Sanctuary to build upon its existing programs, but to address issues and develop programs not sufficiently met with current human resources.

For example, current Sanctuary staff have expertise in a wide variety of fields. To continually address the issues in this management plan, however, there is a need for on-site expertise in additional fields, such as water quality, multicultural education, and enforcement. In addition, some Sanctuary program areas are currently operated by a single staff person; in some instances, one staff position oversees multiple Sanctuary program areas. Thus, existing program areas may also benefit from additional human resources. CINMS is subject to federal limitations on hiring additional full time equivalent (FTE) employee positions as well as budgetary limitations on contracting additional services. As a result, CINMS must continue to utilize approaches to staffing other than FTE positions to augment human resources as needed.

Improving Sanctuary Facilities

Another operational issue for the Sanctuary is its limited facilities. The CINMS headquarters office is located at the Santa Barbara Harbor and the southern satellite office is located at the Channel Islands Harbor in Oxnard. Additional staff are located in an office building in downtown Santa Barbara. In 2003, Booz Allen Hamilton, a strategy, management and technology consulting firm, produced a Facilities Master Plan for CINMS. This plan contains an assessment of existing Sanctuary facilities, future staffing and space requirements, and an analysis of two alternatives for expanding Sanctuary facilities. According to the plan, Sanctuary office space is too small to accommodate existing staff and does not provide any capability for expansion.

Currently, the CINMS headquarters office houses fifteen work stations with an occupancy rate of 117 square feet per person, which is well below the occupancy rate of approximately 150 square feet per person suggested by industry standards and the General Services Administration (GSA). This plan also indicates a need for dedicated space to house a conference room, library, copy room, laboratory, and storage. Since neither Sanctuary office location has dedicated storage space, the Sanctuary rents public storage units for storing inventory, supplies and equipment. While CINMS does not maintain its own visitor center, it maintains exhibits at visitor centers and similar facilities operated by partner organizations (see the Public Awareness & Understanding Action Plan). In addition, Sanctuary headquarters in the Santa Barbara Harbor Waterfront Center are subject to local ordinances preventing the installation of additional signs outside the building, rendering CINMS offices effectively “invisible” and difficult to find. Although the plan indicates a need for expanded interactions with visitors, it also indicates large numbers of visitors would create serious operational problems given the crowded conditions of the existing offices.

Greening Sanctuary Facilities and Operations

In 2008, the NMSP announced a Blue Seas, Green Communities initiative designed to help green the National Marine Sanctuary System. CINMS has been working and continues to work towards “greener” operations, and greener facilities. CINMS management encourages energy efficiency in Sanctuary offices, along with recycling, using biodiesel when possible for research vessels, commuting by public transportation, and telecommuting. A significant step towards greening Sanctuary operations will take place when the Sanctuary relocates to its new headquarters on the UCSB campus. The new building will be constructed to the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) standards.

Addressing the Issues – Strategies For This Action Plan

There are seven strategies in this Operations (OP) Action Plan:

- OP.1 – Sanctuary Advisory Council Operations;
- OP.2 – Permitting and Activity Tracking;
- OP.3 – Relationships with Other Authorities;
- OP.4 – Vehicle, Boat & Aircraft Operations;
- OP.5 – Administrative Initiatives;
- OP.6 – Human Resources;
- OP.7 – Office Space Expansion; and
- OP.8 – Greening Facilities & Operations

Each of these strategies is detailed below.

STRATEGY OP.1 – SANCTUARY ADVISORY COUNCIL OPERATIONS

- **Objective:** The Advisory Council will continue to play an important role in advising the Sanctuary on resource management issues.
- **Implementation:** Community and Management Planning, Resource Protection, Education and Outreach, Research and Monitoring, and Maritime Heritage staff

Background

The CINMS Advisory Council was established in December 1998 to ensure continued public participation in management of the Sanctuary. Since its establishment, the Council has played a vital role in decisions affecting the Sanctuary, bringing valuable community advice and expertise to the task of assuring effective Sanctuary management. The Council provides a public forum for consultation and community deliberation on resource management issues affecting the Sanctuary.



Figure 52. Sanctuary Advisory Council members meet bi-monthly to discuss CINMS issues and advise the Sanctuary Superintendent. (CINMS)

One of the Council's most important strengths comes from the diversity of its membership. The Council consists of twenty-one voting members and twenty-one alternates representing the general public, tourism, business, recreational fishing, commercial fishing, non-consumptive recreation, education, research, conservation, and Chumash community interests, as well as local, state and federal government agencies. In addition, the Superintendents of three California national marine sanctuaries (Channel Islands, Gulf of the Farallones and Monterey Bay) participate as non-voting members of the Council. The in-depth and varied knowledge of these individuals, especially related to Sanctuary resources and values, combines to form a highly valuable collective body of expertise and experience.

The Council's objectives are to provide the Sanctuary Superintendent with advice on a variety of issues including:

- Protecting natural and historical resources, and identifying and evaluating emergent or critical issues involving Sanctuary use or resources;
- Identifying and realizing the Sanctuary's research objectives;
- Identifying and realizing educational opportunities to increase the public knowledge and stewardship of the Sanctuary environment; and
- Assisting to develop an informed constituency to increase awareness and understanding of the purpose and value of the Sanctuary and the NMSP.

Non-governmental Advisory Council representatives are appointed competitively by NOAA and serve voluntary two-year terms. The Council meets bi-monthly in open public sessions located throughout Ventura and Santa Barbara counties. Public participation at these meetings is welcomed and encouraged.

The Council is supported by a number of active working groups: the Conservation Working Group, Sanctuary Education Team (SET), Commercial Fishing Working Group, Recreational Fishing Working Group, Research Activities Panel, and Chumash Community Working Group. These working groups are created by and operate under the purview of the Council, and help to bring additional community members and experts to the Advisory Council to focus on specific issues or stakeholder group concerns. Some working groups meet as often as bi-monthly, while others meet less frequently.

CINMS will continue to offer support for the operation of the Advisory Council, and will increase efforts to improve its effectiveness and public accessibility.

Activities (3)

(1) Support the Operation and Administration of the Advisory Council. Sanctuary staff, primarily the Advisory Council Coordinator, will continue to provide support to the Advisory Council to ensure the effective handling of Advisory Council and working group meetings, public outreach, council communications, membership turnover, council documentation and outreach materials, web site information, budget tracking, and annual planning and reporting.

Status: Ongoing activity since 1998, to continue through years 1-5

Partners: Advisory Council

(2) Improve the Effectiveness of the Advisory Council. The function of the Advisory Council will be strengthened by evaluating and developing improved organizational strategies to enhance the Council's level of participation and overall effectiveness. This support will involve improving assistance provided to the Advisory Council with:

- Increased media communications;
- Strategic planning of meetings;
- Annual planning;
- Formation and operation of working groups and subcommittees;
- Timely and appropriate provision of education materials, training and presentations; and
- Effective recruitment of candidates for membership.

Status: Ongoing activities since 1998, improved approaches to begin in year 1

Partners: Advisory Council

(3) Sponsor Advisory Council-Hosted Issue Forums. Staff will support the Advisory Council in hosting public forums where Sanctuary resource management issues are discussed with the public. Such forums will seek wide public participation and will enable the community to learn from experts, hear a diverse range of perspectives and opinions, and offer input to the Advisory Council and CINMS. Through the Advisory Council, these public outreach efforts will be focused in two areas: 1) keeping the public informed about Sanctuary issues through periodically scheduled community forums; and 2) engaging the scientific community by inviting physical, biological and social scientists, as well as other subject matter experts, to publicly share knowledge about the Sanctuary and select management issues.

Status: Institute in year 2 and repeat annually in years 2-5

Partners: Advisory Council, research institutions, resource management agencies

STRATEGY OP.2 – PERMITTING AND ACTIVITY TRACKING

- Objective: To ensure information gained through research, education, salvage, and management activities conducted in the Sanctuary informs Sanctuary management and benefits CINMS programs and/or resources.
- Implementation: Staff from all seven functional areas

Background

Tracking research, education, salvage, and management activities, and where appropriate, permitting such activities otherwise prohibited by Sanctuary regulations is important to Sanctuary operations. By developing a means to track activities not requiring a permit, Sanctuary management may benefit from the voluntary sharing of valuable knowledge and experience gained through the use of the Sanctuary. In addition, the CINMS permit program provides a mechanism to allow appropriate research, education, salvage, and resource management activities that may benefit Sanctuary management but would otherwise be prohibited by Sanctuary regulations (see discussion of regulations in the FEIS, Vol. II, Section 2.0), while requiring modifications to or conditions for proposed activities to reduce their impacts upon Sanctuary resources and qualities. The permit program also provides a mechanism for denying permit requests in order to protect CINMS resources and qualities. Additional background on Sanctuary permits is provided in Section II, Part D.

Activities (3)

(1) Continue Careful Oversight and Issuance of Permits. Permitting will be conducted and coordinated by Sanctuary staff. The Sanctuary Superintendent will approve permits with the oversight of NMSP headquarters staff, provided some permits require headquarters approval. When evaluating an activity proposed to be conducted in the Sanctuary, the potential for injury is evaluated against the expected benefits of the outcome or use of the data. Proposed activities that may result in injury to Sanctuary resources must be of the highest quality and of benefit to the Sanctuary. The permitting process will remain straightforward and will usually not require substantial resources from either CINMS or the applicant. The results of all permitted research, as appropriate, will be made available to the Sanctuary and the public.

Status: Ongoing activity; will continue across years 1-5

Partners: CA Dept. of Fish and Game; Channel Islands National Park; U.S. Fish and Wildlife Service; NOAA Fisheries; U.S. Coast Guard

(2) Develop a Voluntary Research Registry. CINMS will develop an outreach program to encourage the regional scientific community, who are conducting research that does not require a Sanctuary research permit, to inform CINMS of the nature and intent of their research. The voluntary research registry will allow CINMS to spatially track research activities, understand the types of research activities being undertaken and benefit from research and monitoring findings from projects the Sanctuary did not directly assist or permit.

Status: Permitted and directed research is currently tracked and reported; extramural research tracking will be implemented by year 2, maintained thereafter

Partners: CA Dept. of Fish and Game; Channel Islands National Park; U.S. Fish and Wildlife Service; NOAA Fisheries; U.S. Coast Guard; UCSB and other Academic and independent researchers

(3) Consider Developing Voluntary Registries for Other Activities. Based on the initial success of the voluntary research registry CINMS staff will consider developing voluntary registries for other types of activities that may benefit Sanctuary management such as education activities. As in the research registry additional registries may allow CINMS to spatially track activities, understand the types of activities being undertaken, and benefit from the knowledge and experienced gained during registered projects the Sanctuary did not directly assist or permit.

Status: Implement in year 3

Partners: Internal



Figure 53. The voluntary research registry will help CINMS track the nature and extent of non-permitted research conducted in the Sanctuary. (Brad Doane)

STRATEGY OP.3 – RELATIONSHIPS WITH OTHER AUTHORITIES

- **Objective:** To work in a coordinated, complementary, and comprehensive manner with authorities with whom CINMS has similar or overlapping mandates, jurisdiction, objectives, and/or interests.
- **Implementation:** Staff from all seven functional areas

Background

Since many local, state, and federal authorities have mandates, jurisdiction, objectives, and interests similar to or overlapping with those of CINMS, the Sanctuary maintains relationships with many of these entities. These relationships enable the Sanctuary and its partners to share resources and expertise, and to work in a coordinated, complementary, and collaborative manner to the extent practicable. The authorities with which CINMS maintains relationships, as well as the mechanisms used to formalize such relationships, are described in Section II, Part D. These relationships may also facilitate the transfer of knowledge regarding participating authorities' (including CINMS) resource protection, education and outreach, community involvement, and research programs, along with policies and regulations.

Activities (5)

(1) Conduct Outreach to Agencies and Stakeholders. CINMS staff will provide ongoing and increased guidance to local, state, and federal agencies, private sector stakeholders, and the public at large through targeted outreach programs and products.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal, Advisory Council members, volunteers

(2) Comment at Public Hearings on Issues Affecting the CINMS. CINMS staff will increase efforts to offer comment at public workshops or hearings where decisions are being made or input is being sought regarding a decision with the potential to affect the resources or qualities of the CINMS.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal

(3) Review and Comment on Relevant Plans and Projects. CINMS will review and comment on plans, projects, proposals, and policies that may impact Sanctuary resources. Such items may include coastal program updates, fishery management plans, and environmental review documents. As required by law, and when otherwise possible, CINMS staff will consult with other authorities to ensure proposed policies, plans, and projects (whether conducted directly by that authority, or permitted by it) do not violate Sanctuary regulations, are designed to minimize impacts to Sanctuary resources, and do not unduly impact appropriate public access and enjoyment of the CINMS.

Status: Ongoing activity; will continue across years 1-5

Partners: Numerous

(4) Enhance Partnership with the Channel Islands National Park. Since the Park and Sanctuary were established in 1980 the two entities have maintained a partnership based on their overlapping boundary and shared mandate to protect the northern Channel Islands resources. As of 2003 CINMS and CINP have combined their volunteer interpretive programs into one joint program known as the Channel Islands Naturalist Corps. In addition, CINMS and CINP held a joint all-staff meeting in 2003, and management

plan review staff from both agencies have consulted with one another regarding information to be provided in one another's revised management plans. The Sanctuary plans to continue these aspects of the relationship with the park, as well as to look for new ways to strengthen the partnership.

Status: Ongoing activity; will continue across years 1-5

Partners: CINP

(5) Utilize and Maintain Tools to Formalize Relationships with Other Authorities.

The CINMS Superintendent may draw from a selection of tools to formalize interactions with other federal, state and local agencies or the private sector including: memoranda of understanding/memoranda of agreement (MOUs/MOAs), interagency agreements, grants, cooperative agreements, contracts, joint project agreements, and consultation. These tools are explained in the Sanctuary Operational Setting (Section II). Beyond initially employing such tools, the Sanctuary must periodically review the terms contained within existing tools to determine whether, for example, the objectives of an old MOU have been met or are no longer relevant and if a new MOU should be developed with a given authority.

Status: Ongoing activity; will continue across years 1-5 and applied as appropriate

Partners: Numerous



Figure 54. CINMS Superintendent Chris Mobley and CINP Superintendent Russell Galipeau at a 2003 joint Sanctuary/Park staff meeting. (Robert Schwemmer)

STRATEGY OP.4 – VEHICLE, BOAT & AIRCRAFT OPERATIONS

- Objective: To operate Sanctuary vehicles, vessels and aircraft in a safe and efficient manner.
- Implementation: Staff from all seven functional areas

Background

CINMS currently maintains a fleet of four vehicles, and two vessels. Additionally, the Sanctuary uses contract aircraft on an as-needed basis. Fleet maintenance is crucial to supporting Sanctuary activities from transporting staff, displays, and equipment to community events to conducting research and educational trips aboard Sanctuary vessels and conducting reconnaissance and research flights aboard aircraft. Fleet maintenance operations include determining when craft need to be repaired and/or replaced, overseeing maintenance and repair work, procuring new craft and associated equipment, training staff in the proper use and safety protocols for each type of craft and associated equipment, and keeping required records for all fleet craft.

Activities (3)

(1) Acquire and Maintain Sanctuary Vehicles. The Sanctuary Vehicle Control Officer (VCO) acquires vehicles as necessary through the General Services Administration (GSA) or other sources as appropriate. The VCO oversees maintenance, repairs, and replacement of vehicles as required by GSA. The VCO ensures vehicles are kept in a safe and operable condition, and that all federal regulations are followed regarding appropriate use of government vehicles. The VCO maintains records of vehicle use and type and amount of fuel. These records are sent to NOAA's Western Regional Acquisition Division (WRAD) quarterly or as requested by WASC.

Status: Ongoing activity; will continue across years 1-5

Partners: WRAD, GSA

(2) Maintain and Renovate Sanctuary Vessels. Sanctuary staff oversee vessel safety, scheduling, maintenance, training and drills, along with planning and executing vessel missions for both the *R/V Xantu* and *R/V Shearwater*. Vessel safety includes arranging safety inspections by authorized inspectors for all vessel systems at required intervals. Minimum vessel staffing requirements for daytrips on the *Shearwater* and the new *Xantu* are one licensed operator (captain) and one deckhand. Operations that exceed twelve hours require a second licensed operator. One additional crew member, or staff member familiar with the boat, is required for each ten persons embarked, though not required for the first ten. Because demand for vessel time far exceeds that which CINMS can realistically meet, CINMS has incorporated a formal, competitive project proposal and sea-day allocation process that occurs each fall, in preparation for the upcoming field season. Vessel allocation request forms and associated deadlines are published on the CINMS website each fall. Instructions within the request forms specify the criteria to be used when making allocation decisions, adjusted annually as appropriate. In general, allocation decisions are based on the consideration of factors including, but not limited to, meeting Management Plan objectives, addressing Sanctuary resource threats, and remaining within vessel-specific capabilities, and practical and financial constraints. A committee of CINMS program coordinators then reviews submitted proposals and allocates sea days to those proposals that most closely adhere to CINMS' Conservation Science, Public Awareness & Understanding, Emergency Response & Enforcement, and Maritime Heritage action plans and strategy requirements. Among research and monitoring-oriented projects, CINMS assigns priority to those projects most likely to provide information that will help to close information gaps.

Status: Ongoing activity; will continue across years 1-5

Partners: NOAA Marine and Aviation Operations, NMSP Small Boat Program

(3) Contract and Partner Agency Aircraft Operations. When using contract and partner agency aircraft (including NOAA aircraft), the Sanctuary Operations Manager ensures the aircraft meet all NOAA safety requirements and that all Sanctuary staff flying in the aircraft meet NOAA aviation safety training requirements, as well as contractor or partner agency requirements.

Status: Ongoing activity since 1999; will continue across years 1-5

Partners: NOAA Aircraft Operations Center, CDFG, USCG

STRATEGY OP.5 – ADMINISTRATIVE INITIATIVES

- **Objective:** To administer the Sanctuary in a safe, consistent, and effective manner, ensuring basic site needs are met.
- **Implementation:** Sanctuary Superintendent, Site Operations and Office Administration staff, Designated Safety Officer

Background

Sanctuary administrative initiatives are overseen by the Sanctuary Superintendent and carried out primarily by site operations and office administration staff. Administrative initiatives address basic administrative support activities essential to day-to-day operations, with the exception of human resources and vehicle/vessel operations, described in their own strategies. Administrative initiatives include oversight of finances, services, and basic equipment and supplies. In addition, ensuring staff are provided with a safe and secure work environment is a basic requirement of administrative support. Two activities aimed at aiding the Sanctuary in meeting its basic administrative support needs are also included in this strategy: 1) working with the regional NOAA administrative support center, and 2) enhancing the Sanctuary's partnership with its affiliated non-profit foundation.

Activities (5)

(1) Continue to Manage Sanctuary Finances. CINMS will continue to perform budget planning and tracking, and produce an annual operating plan. The management plan will be used as a guide to help set budget and project priorities outlined each year in the annual operating plan.

Status: Ongoing activity since designation; will continue across years 1-5

Partners: Internal

(2) Ensure a Safe and Secure Working Environment. CINMS will continue to maintain a designated Safety Officer assigned to brief staff regularly on safety and emergency response measures for offices, vehicles, vessels, and aircraft. Safety and emergency response measures address emergency and health risks, homeland security requirements and natural disasters. The Safety Officer will continue to oversee the provision of safety materials in Sanctuary offices, vehicles, vessels, and aircraft; coordinate with various agencies for safety inspections; and keep appropriate and required training and administrative records. Staff, contractors, and interns will continue to complete safety courses as required by the NOAA Environmental Compliance and Safety Office, along with NOAA security awareness courses.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal, NOAA Environmental Compliance and Safety Office

(3) Work with the NOAA Western Regional Center (WRC). The WRC provides a comprehensive suite of administrative services including procurement, personnel services, health and safety, administrative payments, space management, regional engineering, environmental compliance, publications, information technology (IT) support, and security. CINMS will continue to work with the WRC as needed for these services.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal NOAA

(4) Identify, Prioritize, and Fill Equipment and Service Needs. The Sanctuary will continue to prioritize equipment, supplies, and service needs, and attempt to procure funds to meet these needs.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal

(5) Enhance Partnership with the Channel Islands Marine Sanctuary Foundation. The Channel Islands Marine Sanctuary Foundation is a nonprofit organization founded in 1995 with a mission to support the management, research and educational goals of the Channel Islands National Marine Sanctuary. CINMS will look for opportunities to enhance the partnership between the Sanctuary and foundation.

Status: Partnership began in mid-1990s; will continue across years 1-5

Partners: Channel Islands Marine Sanctuary Foundation, National Marine Sanctuary Foundation



Figure 55. CINMS staff regularly attend safety briefings as well as trainings in the use of safety equipment such as survival suits. (CINMS)

STRATEGY OP.6 – HUMAN RESOURCES

- Objective: To manage sufficient human resources for implementing existing and planned Sanctuary activities.
- Implementation: Sanctuary Superintendent, Office Administration staff

Background

The NMSP places a high value on human resources. Ensuring Sanctuary staff are sufficient, well managed, trained, and supported is a critical part of Sanctuary operations. Providing sufficient Sanctuary human resources may require recruitment of new staff, including NOAA Corps officers, to fill vacancies. Due to restrictions in adding and hiring for GS positions, along with budgetary limitations, CINMS supplements its existing staff resources through contracts, internships, volunteer programs, and partnerships. These additional people may contribute skills and expertise, and/or provide services and products for various Sanctuary programs and projects as needed. The activities in this action plan focus on the Sanctuary's primary paid human resources: GS position staff, and contractors. More information specific to Sanctuary interns and volunteers, and partners, is provided in Strategies AU.2 and OP.3.

Activities (4)

(1) Provide Human Resources Services for Staff. CINMS will continue to provide human resources services for staff including: recruitment and retention; training and career enhancement; administrative oversight of payroll, benefits, and travel; oversight of time and attendance; employee performance evaluations; and recognition for staff achievements.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal, NOAA Western Regional Acquisition Division (WRAD)

(2) Maintain Sanctuary Contracts. The Sanctuary currently maintains contracts with individuals who provide products and services such as web site development, database coordination, information technology (IT) support, planning, scientific support, administration, and vessel operations and maintenance. Maintaining contracts requires administrative oversight of procurement, invoices, and quarterly performance reports.

Status: Ongoing activity; will continue across years 1-5

Partners: Internal, NOAA Western Regional Acquisition Division (WRAD)

(3) Identify Mechanisms to Augment and Stabilize Paid Human Resources. Sanctuary staff will work to identify mechanisms to augment and stabilize its staff and contractor workforce. Mechanisms may include: detail and rotational assignments from within NOAA, NMSP headquarters or other agencies; longer-term contracts; and partnering with the University of California at Santa Barbara (UCSB), National Marine Sanctuary Foundation and Channel Islands Marine Sanctuary Foundation, which may provide support for Sanctuary-related programs and projects.

Status: Ongoing since 2000; will continue across years 1-5

Partners: Channel Islands Marine Sanctuary Foundation, internship and fellowship programs

(4) Continue Partnership with the NOAA Corps. CINMS has traditionally filled higher-level Sanctuary positions with officers from the NOAA Corps. These officers are trained in engineering, earth sciences, oceanography, meteorology, fisheries science, and other related disciplines. Throughout NOAA they

operate ships, fly aircraft, manage research projects, conduct diving operations, and serve in staff positions. Commissioned officers generally serve for two years on each assignment or billet, though they may serve for short durations on specific projects as well. Salaries and benefits for officers on assignment at the Sanctuary are subsidized by the NOAA Corps and the National Ocean Service (NOS). CINMS will continue its partnership with the NOAA Corps and will continue to fill select staff positions with NOAA Corps officers as appropriate.

Status: Ongoing activity; will continue across years 1-5

Partners: NOAA Corps

STRATEGY OP.7 – OFFICE SPACE EXPANSION

- Objective: To provide well designed, environmentally efficient office space for Sanctuary staff, strengthen our relationship with UCSB and provide continuity for staff and the public by securing a long-term location for CINMS HQ and education/outreach programs.
- Implementation: Staff from all seven functional areas

Background

The main CINMS office space facility is located at Santa Barbara Harbor (CINMS headquarters), supporting approximately 15 work stations. Additional smaller offices are located in Oxnard at the Channel Islands Harbor (4 work stations) and in downtown Santa Barbara in the Balboa Building (4 work stations). The CINMS headquarters space has been occupied at or beyond capacity for several years, and lacks feasible options for further expansion either on site or at other office locations. The CINMS headquarters office also lacks such basic features as a conference room and storage space, and local ordinances restrict most Sanctuary public signage. In addition, staff workstations are sized well below the NOAA, NMSP and industry standards.

Recognizing these conditions, the NMSP hired in 2003 a consultant (Booz Allen Hamilton) to conduct a study of CINMS facilities needs. The study resulted in the development of a Facilities Master Plan for CINMS analyzing options for securing additional office space, placing signage, and locating educational exhibits. With regard to office space, the Facilities Master Plan considered factors such as current and future staffing levels, future space requirements, moving and annual costs, and decentralized vs. centralized office configurations. The study found the best value option for securing additional office space while also enhancing exhibits and visitor center services would be to pursue a proposal emerging from the University of California at Santa Barbara (UCSB).

UCSB's Marine Science Institute (MSI) has for several years partnered and collaborated with CINMS on many research, monitoring and educational programs and projects. With plans already in place to construct a marine education and outreach center, MSI approached CINMS in 2002 with the idea of constructing such a center on campus at a site next to the MSI building that might also provide the needed additional CINMS office space (see also Strategy OP.8 activity, 1). From this initial idea UCSB took the lead on fundraising. In 2004 the NMSP provided some initial funding for preliminary design and feasibility work. In fiscal year 2005, Congress awarded \$4 million to the project and in fiscal year 2006 awarded an additional \$3 million. These funds are being applied toward the design and construction of the CINMS office space and Outreach Center for Teaching Ocean Sciences (OCTOS), to be housed together in an Ocean Science Education Building. UCSB and MSI are raising private funds to match the federal funding. CINMS will not own the new facility, but will enter into a long-term lease with UCSB.

Activities (3)

(1) Participate in Building Design. CINMS staff will continue to play a leading role in design work for the new office space and education center. Staff will continue to co-chair the project's Building Committee and serve as a liaison to CINMS and NMSP staff involved in or affected by the project.

Status: Staff assistance with design phase began in 2004 and will continue through years 1-5

Partners: UCSB, MSI, hired architects and exhibit designers

(2) Assist UCSB with Project Management During Building Construction. Upon completion of final design work, approval of all necessary permits, and assuming adequate additional funding has been secured (through UCSB sources and fundraising efforts), CINMS staff will assist with a variety of project oversight duties during the construction phase. This will involve close partnership and collaboration with project participants from UCSB and MSI, NMSP, and hired contractors, and other tasks as needed and appropriate.

Status: Expected to occur during years 1-2

Partners: UCSB/MSI, hired contractors

(3) Develop CINMS Moving Plan and Conduct Move. Prior to the completion of construction, CINMS will develop a plan for the reallocation of staff and resources. This will likely involve the redesign of space at the Santa Barbara Harbor office (some of which may be kept as part of CINMS facilities) and decisions about the placement of individual staff, departments, equipment and other assets. When construction is completed, the moving plan will be implemented and use of the new office will commence.

Status: Planning in year 1, moving in year 2

Partners: University of California, UCSB/MSI

STRATEGY OP.8 – GREENING FACILITIES & OPERATIONS

- Objective: To comply with the most up-to-date industry and government standards for green building and green operating procedures.
- Implementation: All Sanctuary staff.

Background

Greening is defined as adopting or aligning with ideals or practices related to protecting the natural environment from destruction or pollution. Stated another way, greening is the act of incorporating environmental considerations into our professional and personal activities. Going green is a natural extension of the NMSP and CINMS commitment to environmental conservation; it will help CINMS further protect Sanctuary resources, contribute to addressing climate change, save money, and protect the health and welfare of our staff. In order to officially go green, the NMSP launched a Blue Seas, Green Communities Initiative. For more information on the initiative and how the National Marine Sanctuary System is going green see the Spring/Summer 2008 edition of Sanctuary Watch (<http://www.sanctuaries.noaa.gov/news/pdfs/sanctuarywatch/sw0608.pdf>). Furthermore, greening facilities and operations will also help CINMS meet the requirements of various executive orders and legislation:

- Executive Order 13101 – Greening the Government Through Waste Prevention, Recycling, and Federal Acquisition – signed on September 14, 1998, orders each agency head to “incorporate waste prevention and recycling in the agency’s daily operations and work to increase and expand markets for recovered materials through greater Federal Government preference and demand for such products.”
- Executive Order 13123 – Greening the Government Through Efficient Energy Management – signed on June 3, 1999, orders federal agencies to improve energy management in order to save money and reduce emissions that contribute to air pollution and global climate change.
- Executive Order 13148 – Greening the Government Through Leadership in Environmental Management – signed on April 21, 2000, directs the head of each federal agency to integrate “environmental accountability into agency day-to-day decision making and long-term planning processes, across all agency missions, activities, and functions.” The Department of Commerce issued an environmental management manual in November 2004 outlining how our department will implement this executive order and establishing the department’s policy to be good stewards of the environment.
- Executive Order 13423 – Strengthening Federal Environmental, Energy and Transportation Management – signed on January 30, 2007, places renewed emphasis on federal agencies leading by example to improve energy efficiency and reduce greenhouse gas emissions.
- The Energy Policy Act of 2005 directs that “to the extent practicable, the Secretary of the Interior, the Secretary of Commerce, and the Secretary of Agriculture shall seek to incorporate energy efficient technologies in public and administrative buildings associated with management of the National Park System, National Wildlife Refuge System, National Forest System, National Marine Sanctuaries System, and other public lands and resources managed by the Secretaries” and “the Secretary of the Interior, the Secretary of Commerce, and the Secretary of Agriculture shall seek to use energy efficient motor vehicles, including vehicles equipped with biodiesel or hybrid engine technologies, in the management of the National Park System, National Wildlife

Refuge System, National Forest System, National Marine Sanctuaries System, and other public lands and resources managed by the Secretaries.”

Activities (4)

(1) Utilize Leadership in Energy and Environmental Design (LEED)-Certified Building. The Ocean Science Education Building (OSEB) at UCSB, also mentioned in Strategy OP.7, will be certified as LEED Gold. This is one level above the minimum LEED standard for the NMSP. Innovative features that are being incorporated into the design include:

- Using a heat exchanger to take advantage of the cold sea water exiting the MSI and OCTOS (see Strategy OP.7) aquaria to enhance the passive cooling systems;
- Optimizing sun exposure through careful orientation of the structure and employing carefully designed shading strategies; and
- Maximizing airflow in the building by using operable windows and roof vents.

Status: Construction in years 1-2, benefits of environmental design ongoing

Partners: University of California, UCSB/MSI

(2) Green Sanctuary Vehicle and Vessel Operations. Sanctuary staff has been actively working to green vehicle and vessel operations for several years, and continue to make improvements in this direction. Sanctuary vessel captains make a concerted effort to refuel using biodiesel whenever possible (as of the printing of this document, the only vendor in the region offering biodiesel is located in Ventura Harbor). In 2008, the Sanctuary replaced its fleet sedan with a hybrid vehicle. The Sanctuary maintains a policy that staff are only to use the fleet’s less fuel efficient vehicles when the greater space they provide is necessary to transport large numbers of people and/or supplies.

Status: Ongoing

Partners: WRAD, GSA

(3) Reduce, Reuse, Recycle. CINMS staff recycle batteries, cardboard, paper, plastic and glass as a regular part of daily operations. Offices are stocked with at least 30% post-consumer recycled paper stock, and staff reuse paper and make efforts to minimize use of new paper whenever possible.

Status: Ongoing

Partners: none

(4) Reduce Energy Consumption. CINMS staff make a concerted effort to reduce energy consumption during the course of normal office operations by taking simple measures such as setting computer systems to revert to power saving mode, by using natural ventilation, and keeping lights off. There are plans to have the OSEB design reviewed by the U.S. Department of Energy’s National Renewable Energy Lab (NREL) to ensure efficient energy consumption once staff are housed in the new building. Similar reviews of other NMSP building projects have resulted in significant net energy savings.

Status: Ongoing

Partners: University of California, UCSB/MSI, NREL

Table 13. Estimated Costs for the Operations Action Plan

Strategy	Estimated Annual Cost (in thousands)*					Total Estimated 5 Year Cost
	YR 1	YR 2	YR 3	YR 4	YR 5	
OP.1: Sanctuary Advisory Council Operations	\$18	\$18	\$18	\$18	\$18	\$90
OP.2: Permitting and Activity Tracking	-	-	-	-	-	-
OP.3: Relationships With Other Authorities	-	-	-	-	-	-
OP.4: Vehicle, Boat & Aircraft Operations	\$270	\$279	\$279	\$279	\$279	\$1386
OP.5: Administrative Initiatives	\$32.5	\$32.5	\$32.5	\$32.5	\$32.5	\$167
OP.6: Human Resources	-	-	-	-	-	-
OP.7: Office Space Expansion	**	**	**	**	**	**
OP.8: Greening Facilities & Operations***	\$1.5	\$2	\$3	\$4	\$5	\$15.5
Total Estimated Annual Cost	\$322	\$331.5	\$332.5	\$333.5	\$334.5	\$1654

* Cost estimates exclude base budget funding requirements (salaries, overhead, etc.).

** Costs covered by the NMSP capital facilities fund (not the CINMS budget) and with the University of California.

***Estimated operational costs associated with this strategy reflect increases above current base budget expenditures for vehicle and vessel fuels, and vehicle leases. Green office supplies and practices are already absorbed into the CINMS base budget (not reflected here), and do not represent a planned increased operational cost. Not included are construction costs for the new OSEB LEED Gold-certified building, which will not be borne by the CINMS operational budget. As such, these cost estimates do not reflect NOAA's full planned investment in greening. Also not reflected here is the possibility of reduced energy costs based on increased energy efficiencies. Costs may vary based on changes in the availability of alternative fuels near the CINMS offices and Sanctuary vessel home ports.

Addressing the Issues – Strategies From Other Action Plans

The Operations Action Plan links to each of the strategies in the other action plans since it outlines the activities necessary for implementing all other Sanctuary activities. However, the Operations Action Plan is strongly linked to several particular strategies from other action plans also addressing Sanctuary operational issues:

- Strategy AU.2 – Community Involvement/Volunteer & Intern Program Development;
- Strategy AU.3 – Team OCEAN;
- Strategy AU.5 – Greater Southern California Outreach;
- Strategy AU.6 – Developing Education & Outreach Tools & Products;
- Strategy AU.7 – Visitor Center Support & Development;
- Strategy CS.3 – Supporting Monitoring and Site Characterization Programs;
- Strategy CS.4 – Collaborative Marine Research Project;
- Strategy WQ.2 – Water Quality Protection Planning;
- Strategy EE.2 – Expanding Enforcement Efforts;
- Strategy MH.2 – MHR Volunteer Program;
- Strategy MH.3 – Partnering With the Santa Barbara Maritime Museum; and

- RP.2 – Responding to Identified Issues

Addressing the Issues – Regulations

Strategy OP.2 (Permitting and Activity Tracking) is guided by the Sanctuary’s permit regulations, which address terms and conditions for issuance of Sanctuary permits. Sanctuary regulations are available at 15 CFR 922.70-922.74.